



CANNON CENTER FOR THE PERFORMING ARTS

**REQUEST FOR QUALIFICATIONS:**

**MEMPHIS COOK CONVENTION CENTER  
PROJECT MANAGEMENT SERVICES**

**Submittal Schedule:**

| <b>Schedule Activities</b>                   | <b>Schedule</b>                     |
|--|-------------------------------------|
| RFQ Advertised                               | <i>Thursday, May 25</i>             |
| Last day to submit RFQ questions             | <i>Wednesday, May 31</i>            |
| RFQ Addenda issued (if required)             | <i>Thursday, June 1</i>             |
| Statement of Qualifications due              | <i>Tuesday, June 6 - 2:00pm CDT</i> |
| Shortlist published by e-mail                | <i>Wednesday June 7</i>             |
| Submitting firms interviewed                 | <i>Thursday, June 8</i>             |
| Successful project management team announced | <i>Friday, June 9</i>               |
| Agreement executed                           | <i>Friday, June 16</i>              |
| Notice to Proceed                            | <i>Saturday, July 1</i>             |

**Submittal Delivery Address:**

Memphis Cook Convention Center  
255 North Main Street, 3<sup>rd</sup> Floor  
Memphis, Tennessee 38103  
ATTN: Pierre Landaiche

**Period of Performance:**

The period of performance for any contract resulting from this solicitation is expected to begin on or about July 1, 2017 and end on June 30, 2019. The Commission reserves the right to extend the contract for a period of time to be specified in accordance with the terms and conditions of the Contract.

The Memphis Cook Convention Center Commission (the "Commission") and Memphis Management Group, LLC ("MMG"), on behalf of the City of Memphis, an Equal Opportunity, Affirmative Action Employer, seek to retain the services of a team to provide professional

services for oversight and management assistance for the Renovation of the Memphis Cook Convention Center. The Commission and MMG are issuing this Request for Qualifications (“RFQ”) to solicit submittals from consultants who are interested in providing such services. Based on an evaluation of responses to this RFQ, one team of consultants will be selected and invited to participate in further discussions and negotiation of a contract agreement for the requested services.

## I. INTRODUCTION AND OVERVIEW

The Memphis Cook Convention Center (“MCCC”) is the anchor of the Bicentennial Gateway Concept Plan. However, because of its gradual deterioration over many years, the evolution of requirements for modern convention centers, and the heightened expectations of convention-goers, the facility requires a substantial renovation if it is to be competitive with peer cities. A complete renovation of MCCC, including exterior façade improvements, complete renovation of the interior, additional meeting rooms commensurate with current practices in convention center operations, new mechanical systems, and new wireless technology, has been designed by a local architecture firm in conjunction with a nationally recognized expert in convention center design as a joint Architectural Design Team (“ADT”). A highly regarded construction firm has been selected to implement those designs as the Construction Manager-at-Risk (“CMAR”).

The renovation will take place while the convention center is still operational which will add an additional degree of complexity to the already highly detailed planning requirements.

The renovation, in conjunction with other elements of the Bicentennial Gateway Concept Plan, will result in a more modern, striking and iconic gateway for the City of Memphis and the State of Tennessee. It is anticipated that these renovations will increase and improve the use of MCCC by future conventions and add new events by users within the Memphis region and nationally.

## II. PURPOSE

The purpose of this RFQ is to identify a qualified consultant team of recognized competence and integrity which will assist in the oversight and daily management of this highly complex project.

## III. SUBMISSION OF QUALIFICATIONS

Respondents shall submit one (1) original and seven (7) complete printed copies of a Statement of Interest and Qualifications and email a digital copy of the original document to Pierre Landaiche at [plandaiche@memphisconvention.com](mailto:plandaiche@memphisconvention.com) on or before **Tuesday, June 6, 2017 at 2:00**

**PM (CDT).** Any Statement of Interest and Qualifications received at the address below after the exact time specified will not be considered.

**Submittal Delivery Address:**

Memphis Cook Convention Center  
255 North Main Street, 3<sup>rd</sup> Floor  
Memphis, Tennessee 38103  
ATTN: Pierre Landaiche

All submittals generated by the Respondent to this RFQ become the property of the Commission and MMG. The Respondent agrees that it will not, without written consent of the Commission and MMG, disclose publicly the contents of its submission. Subsequent to the award of the contract, all information submitted as part of or in support of the qualifications will be available for public inspection in compliance with all applicable laws.

**IV. SCOPE OF SERVICES**

The Project Management Team (“PM”) will generally coordinate and manage the MCCC renovation project within the time constraints, budget amounts and quality parameters established by the Commission. The PM will report to MMG with oversight by the Construction Committee and the Commission.

It is anticipated that the successful Respondent will provide expertise in several areas of contract management, budget management, permitting management, and solicitation and securing of other consultants as required by the Project. Of equal importance, the PM will be able to coordinate with and advise MMG in the effort to keep the facility operations impact minimal which will include working with sales and event planning to maintain user experience expectations. The PM is expected to provide professional services of the highest degree of competence and integrity so that the Construction Committee and the Commission are provided with all necessary information to make solid decisions regarding the Project.

The anticipated and general Scope of Services for the PM is set forth below. The specific and final Scope will be determined as part of contract negotiations with the successful Respondent.

**Development Phase Responsibilities**

- A. Coordinate the efforts of the ADT and the CMAR with MMG management and operations staff to achieve optimal functionality for the renovated convention facility; review and reconcile construction cost estimates; and coordinate value engineering

efforts as needed to ensure that the Project can be completed within the established budget.

- B. Oversee the process of obtaining all necessary permits and coordinate the efforts of the ADT/CMAR to insure that all required documents and permissions have been obtained prior to the start of the Construction Phase.
- C. Assist in negotiations of the Guaranteed Maximum Price (“GMP”) with the CMAR.
- D. Work with MCCC sales and event teams in the planning stages to schedule construction phases to insure the least impact on all events at the convention facility while maintaining forward progress on the Project.

#### Construction Phase Responsibilities

- A. Establish overall construction coordination and communications processes for all construction activities for the Construction Committee and MMG.
- B. Provide on-site monitoring of construction as the Owners’ Representative.
- C. Review construction activities, including contract submittals and Requests for Information (“RFI”)
- D. Review and negotiate change orders and where required submit same to Construction Committee and/or the Commission for approval prior execution.
- E. Manage construction disputes, quality compliance, construction completion/deadlines, punch list resolution, warranty submittal and other close-out activities.
- F. In conjunction with the Commission’s Attorney and/or the City Attorney’s Office, manage the Commission’s response to post-construction claims.

#### Non-Phase Specific Responsibilities

- A. Assist the Construction Committee in analyzing and establishing budget for each phase. Budget activities will include insuring transparency in all transactions, monitoring all activities/systems, production of weekly reports, coordination/interface with City of Memphis financial management systems, assisting in maintaining City of Memphis required procurement practices, and managing the approved day-to-day budgets
- B. Establish the project schedule in conjunction with MMG sales/events, the ADT and CMAR. Monitoring and managing project activities so that schedule goals are met.
- C. Insure that both ADT and CMAR as using best efforts to meet the WMBE goals set in their agreed WMBE plans previously approved by the Commission.
- D. Manage the renovation to achieve all sustainability objectives established by the Commission and the City of Memphis.

- E. Work with City of Memphis Communications Office and MMG's public relations personnel to provide required community information.

## V. MINIMUM QUALIFICATIONS

The Respondent must have no less than five (5) years of experience in project management involving projects of similar scope to the MCCC Renovation Project. Desired qualifications include a minimum of three (3) completed projects of at least \$50 million with at least one in the Memphis/Shelby County Metropolitan area and, preferably, at least one in the public sector. The principal project manager assigned to Project is to be a licensed architect, registered professional engineer, or highly experienced construction/project manager. Submittals representing qualified joint ventures or one or more appropriately qualified consultants in a subcontractor relationship will be accepted.

## VI. SUBMISSION REQUIREMENTS

Submittals shall be organized in a manner requested in the RFQ. Submissions will not be considered responsive unless fully compliant with the requirements in this Section, as well as the additional instructions provided regarding the required Submission formats and Submission process. Submittals shall contain all pertinent information requested and will be evaluated based on adherence to the following:

### 1. General Requirements

- Cover letter
- Firm name, address, and telephone number
- Point of contact: name, telephone number, and email address
- Proof of all applicable licensures

The cover letter should indicate the underlying philosophy of your firm in providing the service. The letter must be signed by a person who is authorized to commit the offeror's organization to perform the work included in the request for qualifications and shall identify all materials and enclosures being forwarded in response to the RFQ. The letter should summarize key elements of the bidder's submission. Include any supplemental information that is felt would be helpful in assisting the evaluation of the submission.

### 2. Qualifications

- Resumes for proposed project manager and staff from each participating firm
- Areas of expertise of all team members presented in submittal

For each person, the resume should provide the following information:

- Name

- Address, Phone Number and E-mail address
- Title
- Role
- Description of past assignments would prepare him or her for this assignment
- Educational qualifications
- Tenure at firm
- Years of relevant experience
- Years of public sector experience

### **3. Experience**

Provide case study information documenting relevant experience within the past five years (minimum of three projects with at least one in the Memphis/Shelby County area and preferably at least one public sector). Case studies shall list the following as a minimum:

- Summary of the project
- Client and client's point of contact information
- Firm's role in the project

### **4. Approach**

Summary of suggested approach shall include:

- Proposed distribution of tasks among team members
- Organizational chart, including roles of all team members